



## Status Update on “A New Workplace”

# “A New Workplace” Pilot Completed May 2019

## A NEW WORKPLACE: MODERNIZING WHERE, HOW, AND WHEN UTAH WORKS

Managing Performance Over Presence

UTAH WORKS PILOT REPORT

### A NEW WORKPLACE: MODERNIZING WHERE, HOW, AND WHEN UTAH WORKS

Managing Performance Over Presence

#### Teleworking is . . .

Majority of time spent out of office	Process improvement to support teleworking	Performance management for teleworking teams
Empty office of personal items	Shared offices	Support staff and resources

#### GOALS OF THE PILOT

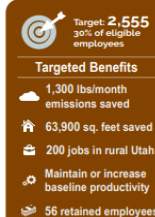


#### RESULTS OF THE PILOT



#### Rollout Plan

Department of Technology Services (in progress)
Department of Human Resources (in progress)
Department of Administrative Services (in progress)
Department of Insurance (in progress)
Department of Health (in progress)
Department of Agriculture and Food
Department of Heritage and Arts
Department of Human Services
Department of Natural Resources
Department of Workforce Services
Department of Corrections
Department of Transportation
.....



#### Mitigating Telework Risks

- Incremental and organized rollout
- Telework support staff
- Full kit of information and trainings available to implement telework
- Use of metrics to manage performance over presence



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# 5 Overarching Goals, Targets, Timeline

## Staggered Deployment Status prior to COVID Lockdown

1. Improve Air Quality
2. Enhance Building Utilization
3. Improve Productivity
4. Jobs in Rural Utah
5. Enhance Talent Retention and Recruitment

### 6. Emergency Preparedness / COOP

30% of Eligible = 2,555

1. 1,300 lbs/month
2. 63,900 ft reduced
3. Maintain or Increase
4. 200 Jobs
5. 56 Retained Employees

### Deployed or In Process

DAS

Insurance

DTS

DHRM

Health

CRSO

GOMB

DEQ

DHA

Agriculture

PLPCO

DHS

BOPP

DNR

DABC

Tax

### About to Deploy Overnight

DWS

Corrections

DPS

UDOT

Commerce

Labor Commission

Utah National Guard

Gov's Office

GOED

OED

Veterans Affairs

Financial Institutions

# Teleworking Potential and COVID-19 Teleworking

Summer of 2018 DHRM surveys managers and supervisors to see potential numbers of teleworking job positions

Results show approximately 38% of job positions could be suitable for teleworking

38% of state's workforce is approximately 8,500

30% of eligible workforce is 2,555 (the December 2020 goal)

8,219 temporary teleworkers reported in March

Estimating 300 for DNR (didn't report)

Now approximately 8,600 temporary COVID-19 teleworking employees

Approximately 40% of workforce and estimated 100% of potential teleworkers

# Experience Teleworking

## DPS Experience - Beginning Overnight

- "As a result of teleworking we have become completely paperless. We have implemented new processes that allow us to complete our job duties in a more timely manner. Our employees are happier with the flexible schedules and work environment which leads to less stress and higher morale. And last, we have helped with less pollution and congestion on the roads. "
- "Less driving, less cost of gas, and ability to be with family during this difficult time"
- "I have seen more "outside of the box" creative solutions being presented. More effective use of technology. Less time spent commuting and traveling to meetings. More privacy to get things done without some of the social distractions that occur at the office or interruptions that sometimes happen from hallway conversations"
- BCI has a top-performing employee who is moving to St. George but wishes to retain her position with the department. "Of course, that is not only acceptable but we are highly supportive of this. The cost savings to hire and train another individual is quite large; we will also create one rural employment opportunity from this move; and we will also increase our retention metric."



# Experience Teleworking

## DHS Experience - Beginning Overnight

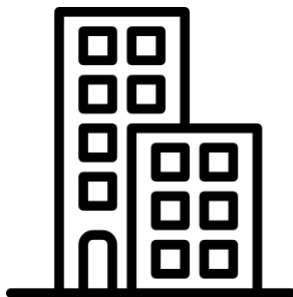
- "As of the last report in May, Utah's largest single agency workforce, the Department of Human Services (DHS), has 45% (1,806) of its total FTEs either temporarily (required) teleworking or had a pre-existing (optional) telework agreement."
- Current teleworkers - "96% neutral to satisfied with teleworking"
- Current teleworkers "Only 7% report a decrease in productivity teleworking, with 48% saying it increased. (45% stayed the same.)"
- "97% have coworkers who telework and 85% of their direct supervisors are teleworking. Communication with both supervisors and coworkers among those who are teleworking is reported 96% effective."
- "Interest in an optional, formal telework arrangement long-term is 86% (1,310). Those who do not wish to continue to telework (214) reported the primary reasons of missing the in-office social interaction (25%) and not wanting to give up their dedicated office space (17%)."



# Experience Teleworking

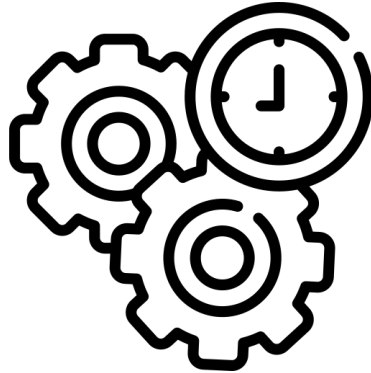
## DOH Experience - Mature Program

- After implementing A New Workplace, UDOH freed up enough space in an existing building to house 60 new employees from the Medicaid Expansion. In addition, one building lease was eliminated and potentially two others by Spring of 2021.
- Finally, A New Workplace also enabled UDOH to rapidly scale telework during the COVID-19 response, going from 114 teleworkers to 684 within days.



# Employee Productivity

Hovering around **20%** monthly as more employees are onboarded.





# COVID Expansion and Outside Entities

- Rapid expansion was possible because of the IT infrastructure work done prior
- Rapid expansion was facilitated by the full kit of materials and training provided (see <https://gomb.utah.gov/a-new-workplace-modernizing-where-how-and-when-utah-works/>)
- Easier for departments with mature programs
- Additional training has been developed
- Working with agencies to mature programs

Outside Entities	
Summit County	Park City School District
Colorado DOT	State of Arizona
Coal County Strike Team	Commonwealth of Pennsylvania
Rural Online Initiative	Intermountain Health care
Association of Governments	Cottonwood Heights
Association of Government Accountants	Southeast Association of Local Governments
Indiana House of Representatives	State of New Jersey
Draper City	Weber State University
State of Alaska	Sandy City
State of North Dakota	UHEAA
Buncombe County, North Carolina	State of Wyoming
State of Wisconsin	State of Missouri

# Potential Risks and Mitigation

- Infrastructure Investments
  - \$3,396,540
  - Hardware, equipment, wiring
  - 2nd Round planned for FY21
- Audio Visual Investments
  - \$782,000
  - 2nd Round planned for FY21
- Trainings
  - [Deployment Guide](#)
  - [Initial Supervisor Training](#)
  - [Initial Employee Training](#)
  - [Google Chat How-to Video](#)
  - [Google Meet How-to Video](#)
  - [Best Practices - Effective Communication](#)
  - [Best Practices - Achieving High Performance](#)



## Culture Communication Collaboration



# Post COVID-19 Plans for A New Workplace

## LEADING THE WAY

### Utah Encourages State Employees to Telework on Bad Air Quality Days

Mobile vehicle emissions are a significant contributing source of pollutants along the Wasatch Front and have been estimated by the Division of Air Quality (DAQ) to be as high as 42% of the total pollution during the winter time. During times of poor air quality, reducing emissions by getting vehicles off the road can make a big impact. The state is adopting a new policy to do its part to improve the air. On action forecast and [red air quality days](#), the state encourages employees to work remotely in an effort to reduce the number and duration of red air quality forecast days.

This new policy is complementary to A New Workplace program, which trains employees to be productive working from an alternate work site and also tracks productivity. See *A New Workplace: Modernizing how, where and when Utah Works - Utah Works Pilot Report for productivity results*. One of the benefits of the program is the reduction in the number of people commuting to and from the office. Working from home or an alternate work site close to home reduces emissions from commuting vehicles.

#### Applying Remote Work During Bad Air Quality Days

Having the proper structure, culture and procedures in place allows remote workers to increase the number of remote workdays in cases of mandatory action and/or red air quality days. In departments with mature *New Workplace* practices, employees not participating in remote work regularly may be able to participate temporarily to help prevent air quality from worsening.

Agencies can utilize the three-day forecast published by DAQ daily to help determine when remote work might be needed. The forecast is available [online](#), which is also where interested parties can sign up to receive a daily email of the forecast or download the UtahAir app for Android and iOS. The three-day forecast should allow regular remote workers and other employees enough time to arrange their work schedule for increased remote work.

#### Key Steps for Success

1. Develop a structure and policies for remote work on red air quality days
2. Assign the program to a single owner within the agency
3. Communicate the program start and operations to employees
4. Plan ahead by keeping abreast of the DAQ three-day air quality and action forecast by signing up for its [daily email](#)
5. Communicate upcoming red air quality days to allow employees to effectively plan for remote work



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- <https://gomb.utah.gov/wp-content/uploads/2020/08/New-Policy-During-Bad-Air-Days.pdf>
- <https://blog.udot.utah.gov/2012/12/winter-severity-index-will-help-udot-use-resources-wisely/>

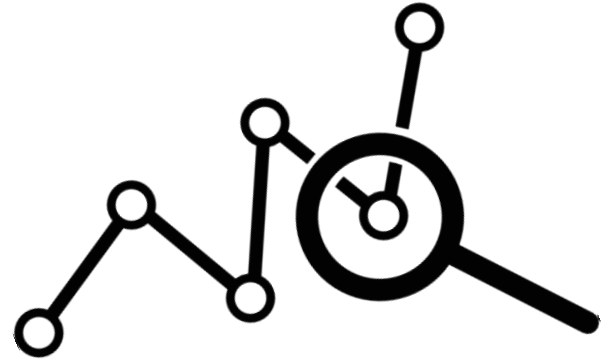
# Data Collection Efforts

## DHRM Efforts

- Agency Data Collection (Completed Oct 2020)
  - Job Position Level on requirement for Assigned Space (i.e. Resident) or Unassigned Space (i.e. Adaptable, Mobile, or Remote)
- Employee & Supervisor Surveys (Will be Completed Nov 2020)
  - Employee Experience Teleworking
  - Supervisor Assessment of Productivity Impact of Teleworking

## GOMB Efforts

- Status of A New Workplace Report (Will be Completed Dec 2020)



# Space Renovations: Opportunity for Immediate and Long-term Real Estate Cost Savings

- DFCM updated the Space Standards. The new standards increase efficiency of State owned space and productivity of State Employees, including supporting teleworking.
- The DFCM Statewide Master Plan outlines how to step through remodeling State office space in accordance with the new Standards that will allow the State to exit leased sites and consolidate space over-all.
- Renovating State Office Space in a systematic manner will reduce requests for new buildings. New construction cost around \$500/ sq ft, renovating space costs around \$250/sq ft or less.
- Ongoing allocation for office space renovation administered by DFCM will save money now and in the future.

